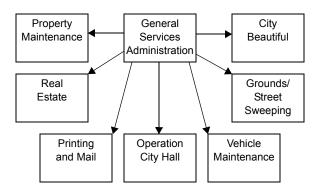
operating budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	8,153,138	8,212,781	9,613,883	7,651,585
Materials & supplies	4,356,019	3,881,326	4,285,253	3,596,624
Gross Expenditure	12,509,157	12,094,107	13,899,136	11,248,209
Expense Recoveries	(207,307)	(736,043)	(465,200)	(951,200)
Total Expenditures	12,301,850	11,358,064	13,433,936	10,297,009
Charges for Services	(1,424,091)	(1,344,738)	(1,437,198)	(968,712)
Net Expenditures	10,877,759	10,013,326	11,996,738	9,328,297
Funded Staffing Level	129.78	137.50	170.00	119.92

mission

To provide crucial support services for the Administration and other City divisions to assist them in accomplishing the City's mission.

structure



services

The Division of General Services works in a number of ways to support the other divisions that make up the City's service and administrative system. General Services ensures that the 900+ publicly owned facilities that consist of more than 12 million square feet of space function properly. The Division provides maintenance for the City's vehicle fleet, handles the sale and acquisition of real property, maintains easements and rights-of-way and establishes programs which emphasize city cleanliness and beautification. Grounds maintenance, weed control, street sweeping and City Hall operation fall under General Services, as well as printing and mail services.

issues & trends

This division faces increasing demands from both City divisions as well as private citizens. Continuous increases in new facility construction is straining the division resources, resulting in a lower maintenance service level. The Division is focusing on preventive maintenance, timely minor repairs, and energy conservation technology to keep costs low. Also, we are utilizing construction inspections to ensure project completion and warranties are in place. The Division is reevaluating the efficiency of all current Vehicle Service satellite locations. Community cleanliness continues to be an issue that the Division combats with street sweeping, litter removal and weed control. Partnerships with organizations community and other government agencies is intended to focus efforts on neighborhood improvements.

strategic goals

- Establish a building maintenance program that will ensure City facilities are in sound operating condition
- Implement security programs and energy saving systems for key facilities
- Develop a public awareness campaign and events that will inspire concern and active participation by citizens of Memphis for a cleaner city
- Establish commercial performance standard measurements in both Property and Vehicle Service Centers
- Target blighted properties creating opportunities for productive use of vacant lots and healthy neighborhoods

budget highlights

- Sold \$555,400 of Surplus Property
- Acquired rights in real estate at 64% of market value
- Outsourced Storeroom, saving divisions 18% and providing delivery
- Increased collection of weed charges due to efforts in tax collection
- Eliminated most new construction, saving \$278,000 in overtime and another \$778,000 in temporaries
- Deleted 25 vehicles from the Property Maintenance inventory
- City Beautiful returned \$4.53 worth of benefits to the City for every City dollar spent

demand measures

Property Maintenance work	
orders processed	14,662
City-owned facilities	900+
Weed notices sent	4,894
Vacant Lots mowed	6,279
Cubic yards of debris removed	
from streets	19,262
Miles of streets swept	21,161
City Beautiful volunteer hours	35,653
Community cleanups conducted	184
Mail pieces processed	627,320
Printing jobs produced	2,429

fy 2006 performance highlights

- In-house ADA Compliance project completed 18 of 60 buildings required by federal mandate, at a lower cost than outside contractors
- Renovated 3,500 square feet of office space in City Hall
- Completed ADA signage in City Hall
- Cleaned more than 2,800 vacant lots as part of 2005 CleanUp Campaign
- Renovated and expanded Riverdale City facility for Human Resources and Housing Code Enforcement
- Conveyed Vieh Park to HCD for middle income housing development in Frayser
- Acquired relocation site for Fire Station 22 on Lamar. Location formerly Cherokee Bowling Lanes
- Added 6 new facilities to inventory, includes inspections for renovations
- Completed 3 CIP HVAC system installations
- Acquired new sites for animal shelter and auto inspection station on Appling Road
- Memphis City Beautiful received 5 awards from Keep America Beautiful for their innovative programs and campaign related to litter prevention
- Established a public awareness campaign, A Cleaner Memphis Starts With You
- TN Historic Commission awarded Memphis City Beautiful a historic marker commemorating City Beautiful as the first and oldest beautification commission in the nation
- Put printing request ticket on the intranet and encouraged customers to send print jobs electronically
- Prepped 292 new vehicles
- De-prepped 484 City vehicles for surplus sale
- Provided towing for MLGW saving them 20%
- Working with District Attorney's Office, City Beautiful coordinated the CSI: Memphis program in the Westwood Neighborhood, reducing code violations voluntarily through education

charges for services

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Special Assessment Tax	(454,887)	(376,026)	(312,600)	(398,000)
Fiber Optic Franchise Fees	(652,926)	(440,079)	(790,648)	(440,079)
Rent Of Land	(34,073)	(42,083)	(40,551)	(42,083)
St TN Highway Maint Grant	(193,663)	(200,000)	(202,000)	0
Easements & Encroachments	(88,542)	(88,550)	(91,400)	(88,550)
Tfr In - Storm Water	0	(198,000)	0	0
Total Charges for Services	(1,424,091)	(1,344,738)	(1,437,198)	(968,712)

Other services provided by General Services can be found under the following tabs: Printing and Mail - Internal Service Funds
Vehicle Maintenance - Internal Service Funds

General Services Administration provides management, direction and administrative support to the General Services service centers by monitoring, coordinating and evaluating budget expenditures, capital equipment purchases, and capital improvement projects to help them achieve their goals and objectives in the most efficient and cost-effective manner.

Operating Budget

	FY 2005	FY 2006	FY 2006	FY 2007
Category	Actual	Forecast	Budget	Projected
Personal services	575,426	592,573	578,856	592,573
Materials & supplies	27,022	64,847	45,550	58,842
Net Expenditures	602,448	657,420	624,406	651,415
Funded Staffing Level	7.60	8.00	8.00	8.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Monitor the service centers' operating and capital budgets for compliance with the budget ordinances and resolutions	To review and distribute the budget information received from Finance Division within 1-2 business days to the service centers	Percent of budget information distributed on time	100%	100%	100%
	To review the operating expenditures and the capital purchases compared to the approved budget monthly	Percent of appropriation statements reviewed monthly	100%	100%	100%
		Percent of approved division budget expended	86%	100%	100%
Provide professional training and development	To provide training and education opportunities for the division by assuring that the clerical and management staff attend a minimum of one job-related training and development opportunity	Percent of clerical/ management staff who attended training	75%	100%	100%

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Respond to service centers' requests for assistance and support in a timely manner	To respond to requests for assistance and support within 1-2 days	Percent of responses within 2 days	94%	98%	100%

Property Maintenance provides customers with cost-efficient maintenance and repair; administers warranties for City facilities and review; comments and makes recommendations on all plans regarding construction and major repairs; and provides an aggressive preventive maintenance program focusing on our customers' needs and expectations.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	4,210,152	4,371,261	4,994,757	4,565,979
Materials & supplies	2,432,849	1,639,136	1,642,063	1,785,265
Gross Expenditure	6,643,001	6,010,397	6,636,820	6,351,244
Expense Recoveries	(131,258)	(679,000)	(392,000)	(900,000)
Net Expenditures	6,511,743	5,331,397	6,244,820	5,451,244
Funded Staffing Level	53.59	63.00	79.00	60.92

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Provide maintenance and repair to all City facilities	To respond to 95% of all Emergency Work Orders (WOs) within 24 hours of receipt	Percent of emergency WOs responded to within 24 hours	97%	98%	98%
	To respond to 92% of urgent work orders within 4 days of receipt	Percent of urgent WOs responded to within 4 days of receipt	88%	90%	90%
	To respond to 90% of regular work orders within 14 days of receipt	Percent of regular WOs responded to within 14 days of receipt	85%	90%	90%
Perform preventive maintenance on key City facilities	To decrease regular work orders by 4%	Percent of regular WOs decreased	5%	4%	4%
	To achieve a excellent rating on at least 95% of customer satisfaction surveys for preventive maintenance	Percent of excellent customer satisfaction ratings	94%	95%	95%

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Administer warranties on all City facilities	To enter 95% of all warranted items on Preventative Maintenance (PM) database	Percent of all warranties on PM database	94%	95%	95%

Real Estate assists the Administration, other divisions, agencies and/or service centers in providing analyses involving feasibility studies, preparation of land valuations and direction in accomplishing possible projects; acquiring real property or interests in real property including in-leasing and out-leasing of land and improvements and management of real property; and sale of excess or tax-delinquent City parcels.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	287,944	303,955	329,879	267,589
Materials & supplies	42,816	45,717	92,348	45,717
Gross Expenditure	330,760	349,672	422,227	313,306
Expense Recoveries	(1,320)	(1,200)	(1,200)	(1,200)
Total Expenditures	329,440	348,472	421,027	312,106
Charges for Services	(775,541)	(570,712)	(922,598)	(570,712)
Net Expenditures	(446,101)	(222,240)	(501,571)	(258,606)
Funded Staffing Level	5.14	5.58	7.00	5.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Maintain or increase rental income from City-owned property, leases and encroachments	To maintain or increase the number of leases and encroachments from the previous fiscal year	Number of leases and encroachments	98	98	98
	To maintain or increase the amount of rental fees collected the previous fiscal year	Amount of rental fees collected	\$584,784	\$528,629	\$528,629
Acquire rights in real estate for the City below market value	To acquire rights in real estate at 60% of market value during the fiscal year	Average percent of market value paid	64%	60%	60%
Sell City surplus and tax sale parcels upon expiration of the redemption period	To convey at least 10 parcels during the fiscal year	Number of properties conveyed	12	10	10
	To sell the properties for a total revenue of \$30,000 during the fiscal year	Amount of property sales revenue	\$583,901	\$30,000	\$30,000

The Operation of City Hall provides a safe, clean and comfortable environment for employees and visitors to City Hall, and provides timely, efficient, quality service to employees inside City Hall.

Operating Budget

	FY 2005	FY 2006	FY 2006	FY 2007
Category	Actual	Forecast	Budget	Projected
Personal services	679,552	618,313	814,538	623,843
Materials & supplies	867,370	1,001,665	1,006,544	978,460
Net Expenditures	1,546,922	1,619,978	1,821,082	1,602,303
Funded Staffing Level	13.54	10.00	15.00	10.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Expediently process work orders	To handle routine work orders within 72 hours	Percent of routine work orders completed within 72 hours	98%	100%	100%
	To handle urgent work orders within 8 hours	Percent of management work orders completed within 8 hours	99%	100%	100%
Continuously carry out a good preventive maintenance program on the operating equipment and City Hall building	To increase inspections of equipment by 3% in order to reduce repair costs	Percent of increase in inspections of equipment	4%	3%	3%
	To increase the number of equipment units receiving preventive maintenance	Percent of increase in number of equipment units receiving preventive maintenance	4%	3%	3%

Grounds/Street Sweeping helps Memphis retain the image of a beautiful, clean city through our efforts to control weeds on City rights-of-way, vacant lots, lots with vacant houses and to make downtown a greener and cleaner place.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	2,221,029	2,177,453	2,697,184	1,427,875
Materials & supplies	952,344	1,093,561	1,449,313	668,440
Gross Expenditure	3,173,373	3,271,014	4,146,497	2,096,315
Expense Recoveries	(74,729)	(55,843)	(72,000)	0
Total Expenditures	3,098,644	3,215,171	4,074,497	2,096,315
Charges for Services	(648,550)	(774,026)	(514,600)	(398,000)
Net Expenditures	2,450,094	2,441,145	3,559,897	1,698,315
Funded Staffing Level	46.28	47.92	57.00	33.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Keep weeds and grass on City rights-of-way and other private vacant property at a safe height, (within 12", according to code)	To mow City rights-of- way 4 times a growing season	Number of right- of-way cycles cut	5	5	5
	To mow Sam Cooper Blvd from Parkway to White Station 4 times per growing season	Number of times Sam Cooper is cut	4	4	4
Keep streets cleaned	To sweep primary streets quarterly	Total times primary streets swept	4	4	Moved to Enterprise Fund
	To sweep residential/ neighborhood streets annually	Total times residential/ neighborhood streets swept	1	1	Moved to Enterprise Fund
	To sweep state streets twice each month	Total times state streets swept	24	24	Moved to Enterprise Fund
	To sweep downtown streets 3 times per week	Total times downtown streets swept	156	156	Moved to Enterprise Fund



Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Keep ROW, bridge and underpass hot spots litter free	To remove 90,000 pounds of debris from bridge and underpass hot spots	Total pounds of debris removed	Not Applicable	Not Applicable	90,000
	To remove debris from ROW hot spots	Total pounds of debris removed	Not Applicable	Not Applicable	175,000

City Beautiful provides leadership in educating and involving Memphians in beautification and environmental improvement to establish an environmentally responsible city that is clean, litter free and attractive.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	179,035	149,226	198,668	173,726
Materials & supplies	33,618	36,400	49,435	59,900
Gross Expenditure	212,653	185,626	248,103	233,626
Expense Recoveries	0	0	0	(50,000)
Net Expenditures	212,653	185,626	248,103	183,626
Funded Staffing Level	3.63	3.00	4.00	3.00

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
To engage citizens in activities related to litter prevention, beautification, and proper solid waste management	To achieve 150 community cleanups and beautification projects annually	Number community cleanups and beautification projects	184	150	150
	To generate 500 52- Clean Calls	Number of 52- Clean calls received	560	500	500
	To maintain 100 Beautiful Business Award entries	Number of Beautiful Business Award entries	0	100	100
	To involve 15,000 citizens annually	Number of citizens	35,653	15,000	15,000
To change citizen attitudes and behaviors by educating then about their roles in maintaining and enhancing their communities	To make 40 youth and adult presentations	Number of presentations given	81	40	40

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
To increase community awareness through media coverage and public awareness campaigns	To reach at least 30% of the city population	Number reached	6,329,229	204,237	200,000
To provide measurable benefits to our communities for every dollar of public funds provided to City Beautiful	To return at least \$3 for every dollar provided	Number of dollars returned	0	3	3
To maintain a favorable Litter Index rating for the Memphis area	To achieve a score ranging from 2.5 or less	Litter Index Rating	2%	3%	3%

GENERAL SERVICES

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
Administration		OUDED DEAL FOTATE	
<u>Administration</u> ASST ADMINISTRATIVE	1	SUPER REAL ESTATE	1
COORD HR GEN SVCS	1	TECH REAL ESTATE	1 =
DIRECTOR GENERAL SVCS	1	Total Real Estat	e 7
DIRECTOR GENERAL SVCS DEPUTY	1	Operation City Hall	
MGR ADMIN SVCS	1	ASST MAINTENANCE CH	1
MGR QUALITY PROGRAM	1	ATTENDANT GARAGE BUILDING	1
OFFICE COMPLIANCE	1	CLERK GENERAL B	1
SECRETARY A	1	HELPER BUILDING MNT	1
Total Administration	_	MECH BUILDING MNT CH	3
Total Administration	II 0	MGR BLDG MNT CITY HALL	1
Property Maintenance		OPER 1ST CL STEAM REF	5
ADMR PROPERTY MAINT	1	SUPER BLDG MNT CITY HALL	1
ASST CRAFTS	7	WATCHMAN	2
CARPENTER MNT	13	Total Operation City Ha	II <u>16</u>
CLERK ACCOUNTING B	2		
CLERK PAYROLL B	1	Grounds Maintenance	
COORD SCHEDULING PM	1	CLERK GENERAL A	1
CREWCHIEF	1	CLERK GENERAL B	1
CREWPERSON SEMISKILLED	3	CREWPERSON	21
ELECT MNT	10	CREWPERSON SEMISKILLED	2
FINISHER CONCRETE	1	DRIVER TRUCK	2
FOREMAN GEN PROPERTY MNT	3	FOREMAN GEN GROUNDS MNT	1
FOREMAN CRAFTS	1	FOREMAN GROUNDS MNT	6
GROUNDSMAN	1	FOREMAN HORTICULTURE	1
MECH BUILDING MNT	2	INSP WEEDS	2
OPER HEAVY EQUIP	1	MGR GROUNDS MNT	1
PAINTER	5	OPER HEAVY EQUIP	1
PLUMBER MNT	11	SUPER BUSINESS AFFAIRS	1
ROOFER	1	SUPER HORTICULTURE	1
ROOFER LD	1	SUPER ZONE HEAVY EQUIP	1
SECRETARY B	1	SUPER ZONE SWEEPER OPER	1
SUPER CRAFT PROP MAINT	6	TECH WEED	_1
SUPER PROPERTY MAINT	1	Total Grounds Maintenanc	e 44
TECH AC REF SVC	11		
Total Property Maintenance	e <u>85</u>		
Real Estate			
AGENT RIGHT OF WAY	3		
AGENT RIGHT OF WAY SR	1		
MGR REAL ESTATE INS	1		
	-		



AUTHORIZED COMPLEMENT

Service Center/Position Title	Author Posit		Service Center/Position Title	Authorized Positions
<u>City Beautiful</u>				
COORD		1		
COORD PROGRAM CB		1		
MGR CITY BEAUTIFUL		1		
SPEC TECH SUPPORT CB		1		
Total City Bea	utiful	4		
TOTAL GENERAL SER	VICES '	<u>164</u>		